# WORK LIFE BALANCE OF EMPLOYEES

## (A Study on Selected Public and Private Sector Undertakings)

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## INTRODUCTION

A nation may be endowed with abundant natural and physical resources and the necessary capital and technology but unless there are competent people who can mobilize, organize and harness the resources for production of goods and services, it cannot make rapid strides towards economic and social advancement. The strengths and weakness of an organization are determined by the quality of its human resources, which play a vital role in using other organizational resources and the development process of modern economies.

Human resource is the most strategic resource as no other resource can be fully utilized to generate income and wealth of a nation without the active involvement of this resource. In fact, the differences in the levels of economic development of the countries are largely a reflection of the differences in the quality of their human resources and their involvement in national building. Ginzerberg points out that the key elements such as values, attitudes, general orientation and the quality of the people of a country determine its economic development. However, he says that human resources are being wasted through unemployment, disguised unemployment, obsolescence of skills, lack of work opportunities, poor personnel practices and the hurdles of adjusting to change. Human resource accounts for a large part of national output and there exists a wide scope for increasing national wealth through their proper development. Human factor provides value to physical resource and necessary dynamism in the economy.

Dynamic people can build dynamic organizations. Effective employees can contribute to the effectiveness of their organization. Competent and motivated people can make things happen and enable an organization to achieve its goals. Hence, organizations should continuously ensure that the dynamism, competency, motivation and effectiveness of the employees remain at high levels.

Human resource is even the most critical factor for determining the efficiency and effectiveness of an organization because it is precisely the people who will decide when and how to acquire and utilize various resources, including human resources, in the best interest of the organization. The ultimate success and survival of an organization will invariably be determined by the quality and competence of its human resources. Of all the tasks of management, says Likert "Managing the human component is the central and most important task, because all else depends upon how well it is done".

Human resources are the most valuable and unique assets of an organization. In the changing economic environment, Human Resource Management is assuming much greater importance than ever before. It is conceived to be different from the traditional and conventional notion of Personnel Management. Subsequently Human Resource Management (HRM) has become the central concern of any organization either in public, private sector or co-operative sector.

It is therefore necessary for all managers to understand and give due importance to the different human resource policies and practices in the organization. Human Resource Management outlines the importance and different functions in an organization. It examines the various HR processes that are concerned with attracting, managing, motivating and developing and retaining employees for the benefit of the organization.

The economic development cannot be accomplished in developing countries unless they have well educated and trained, highly achievement motivated and properly developed human resources. An enterprise cannot make any progress unless it has a well-trained, efficient and adequately motivated work-team. Similarly, individuals cannot derive job satisfaction and lead a high standard of living unless they are well trained and highly developed. It may be noted that management of human resources can assist in the attainment of these national, enterprise and individual goals through effective utilization and proper development of human resources.

Though the motivation of employees helps to secure their integration with the organization and attain optimum level of efficiency and in achieving organizational goals, the assigned work load might pose a time-pressure on employees by imposing excessive responsibilities. Furthermore, it causes stress and negative feeling which also damages the individual's private life. Even the working hours and schedule are the most crucial points of Work-Life Balance in the organization point of view, as they affect the mental health, physical health and well-being of employees. Long working hours and certain kind of shift

schedules might be the cause of elevated risk for a range of mental and physical health problems. Further, a sense of inequity among employees affects their attitudes and behaviors, absenteeism, low motivation, lack of concern for the quality of products or services, with holding suggestions for improvements, lack of commitments, and even sabotage may result. These attitudes and behaviors affect costs, productivity, profits and hence the market value of the firm stock.

## THE CONCEPT OF WORK LIFE BALANCE

The term work life balance (Work Life Balance) was coined in 1986 in response to the growing concerns by individuals and organizations alike that work can impinge upon the quality of family life and vice-versa, thus giving rise to the concepts of “family- work conflict” (FWC) and “work-family conflict” (WFC). The former is also referred to as work interferes with family” (WIF) while the latter is also known as “family interferes with work”(FIW). In other words, from the scarcity or zero-sum perspective, time devoted to work is construed as time taken away from one’s family life.

Work/life programs existed in the 1930s. The policies and procedures established by an organization with the goal to enable employees to efficiently do their jobs and at the same time provide flexibility to handle personal concerns or problems at their family People entering the workforce today are more likely to turn down to promotions if it is new job means, the employee is having to bring more work to home.

In most developing countries, at least until recently, only men worked outside of the home. The old, established joint Hindu family system facilitated a clear division of responsibilities between the old and the young in terms of decision making, the oldest male member in a patriarchal society is the head of household and would make all the important decisions; male and female the men would work outside the household, whereas the women are responsible for raising children and taking charge of a myriad household responsibilities, including in some low-income families in certain parts of India, walking many miles each day to fetch water and fire wood.

More recently, the scarcity perspective has given way to the expansion-enhancement approach that views that work can facilitate participation at home and vice-versa. This has given rise to the concepts of "work-family facilitation" (WFF) and "family-work facilitation" (FWF) where experiences acquired at work can facilitate participation at home and vice-versa. These two notions have contributed to the construct of work life balance where a balanced life consists of work and family that are mutually reinforcing-the family experiences of workers can enrich their contribution to work and organizations, and vice-versa.

**DEFINITIONS AND IMPLICATIONS**

The word Work-Life Balance is sometimes considered as interwoven with Work-family conflict. However, it can be argued that the latter is more limited in scope than the former because the focus in work-family conflict is more on the relations between work & family. It is also referred to as family friendly work

arrangements, (FFWA), and in international literature, as alternative work arrangements (AWA).

Work-Life Balance is the relationship between time and space of work & non-work in societies where income is predominantly generated and distributed through labor markets. Work-Life Balance is being aware of different demands on time and energy saving the ability to make choices in the allocation of time and energy knowing what values to apply.

Much confusion and ambiguity surrounds in understanding and defining the term Work –Life Balance. As a term in its own right Work-Life Balance is rarely defined for reasons that will become clearer as the discussion progresses. Many authors attempt to define Work-Life Balance policy or Work-Life Balance arrangements. Nevertheless it is possible to discern a number of distinct strands in the literature in relation to definitional and conceptual issues. The first of these themes concerns the contention area of family friendly versus Work-Life family in order to reflect a broader and more inclusive way of conceptualizing the issue and to enable men and those without children, for example to identify with them . However the perception that Work-Life Balance policies are a family matter and aimed solely at women with children is still held by many employees & employers.

Despite the worldwide quest for Work-Life Balance very few have found an acceptable definition of the concept: here are some proven definitions that will positively impact one's every day value & balance. Best individual Work-Life

Balance will vary overtime, often on a daily basis. The right balance today will probably be different for tomorrow. The right balance when one is single will be different when after marriage and having children; when one is on a start to new career versus when one is nearing to retirement. There is no perfect, one size fits all, as balance is different for each of us because we all have different priorities and different lives. However, at the core of an effective Work-Life Balance definition are two key everyday concepts that are relevant, they are daily achievement and enjoyment, ideas, almost deceptive in their simplicity. Enlarging a fuller meaning of these two concepts takes us to most of the ways a positive Work-Life Balance achievement. Achievement means finish something successfully, especially after trying hard or receiving what one wants. Enjoyment does not mean happiness but it means pride, satisfaction, happiness, celebration, love a sense of wellbeing and all the joys of living. Achievement and enjoyment are the two sides of the coin value in life. One can't have one without the other. Trying to live a one sided life is why so many "successful" people are not happy or not nearly as happy as they should be.

**THE SCOPE OF WORK LIFE BALANCE**

The issue is complex and difficult to tackle from an organization's perspective because it is different for every individual. The traditional definition of family is a husband who provides financial support, a wife who maintains the household. Cultural differences influence family decisions, and more and more families represent blended racial backgrounds but making work–life integration a way of corporate life is much more difficult. The change in workforce composition

has been gradual, but steady. More women are working and, thus, more mothers are in the workforce. In 1996, women comprised46 per cent of the total workforce, compared to 1986 when 44 per cent of the work force was women. Women are less likely to drop-out of the labor force for significant periods of their lives, and more and more women are responsible, alone or with a spouse, for the economic security of their families. The Family and Medical Leave Act, signed by President Clinton in 1993, allowed all US workers to take unpaid leave for up to twelve weeks to care for a seriously ill or new member of the family without putting their jobs at risk. This Act has made the employment picture even more desirables for working mothers, single parents, future parents and two career families. Those demanding balance, however, include not only parents with children, but the rest of the employee population, as well. Older employees need flexibility when dealing with ageing parents.

**HRD-WORK LIFE BALANCE**

Managing a home while raising young children when both spouses are employed outside the home is challenging and stressful .Balancing one's work responsibilities and desires with one's responsibilities and interests outside work is, at best, challenging. While balancing work commitments with life commitments involves a myriad of trade-offs for two-income families with children, it also provides ongoing challenges for adults who remain single or do not have children.

Mid-life workers often deal with balance issues from two ends of the spectrum: young children and ageing parents. This issue, however, includes

employees beyond those who have children. Many employees are choosing to stay unmarried, but still have critical and valuable commitments outside work. Individuals affected by trying to balance work and their lives outside work represent nearly the entire working population. Organizations are indeed helping their workforce achieve balance between work and the rest of their life. Work–life balance programs are pervasive in organizations today i.e on-site day care, elder-care assistance, flexible scheduling, job sharing, adoption benefits, on-site summer camps, pet-care and even lawn care for employees who travel.

It is time to move the issue beyond programs to instill a way of thinking throughout corporations on the need for balancing work and life successfully and equitably. HRD professionals, the developers of people, are in a unique position to facilitate the transformation from providing employees with helpful programs to recognizing and rewarding employees who are able to work hard and effectively but still maintain a satisfying life outside work. Specific actions are articulated that human resource development professionals can demonstrate to drive the change. Human resource developers, who are charged with developing the workforce, must get involved in the transformation campaign. Work–life integration is not strictly a human resource management issue; it is an organizational effectiveness issue and HRD has the opportunity to play a key role.

HRD is able to take on this challenge because it has demonstrated a track record of delivering results. For years, HRD has been paramount in developing either programs intended to meet the personal development needs of individuals

or programs that were required by everyone to build a critical capability within the organization Additionally, HRD has been extremely successful in bringing to the workplace life enhancement skills, such as money management, wellness training and career planning These programs are intended to address the personal interests and needs of individuals within organizations.

## WORKLIFE BALANCE-THE CHALLENGES AHEAD

The complex society of ours makes the individuals with conflicting responsibilities and commitments; hence the work-life balance has become a predominant issue at the workplace. The major factors such as the global competition, the renewed interest in personal lives/ family values; and managing the workforce etc. have made it more significant. Studies have revealed that human resource professionals seek innovative ways to attain their organization's competitive advantage in the marketplace and it is found that work-life balance activities offer a win-win solution in this regard.

## THE INFLUENCING ELEMENTS IN WORK LIFE BALANCE

Many companies have responded to the evolving set of issues and with the influencing elements related to work life balance by introducing a wide variety of work-life balance practices. These practices help the employees to balance both work and life equally where it supports the employer to increase the retention of the employee. Some of the influencing factors include working hours and flexibility, time bind, Job satisfaction, Job Autonomy and Organizational Commitment.

## THE GLOBAL SCENARIO OF WORK LIFE BALANCE

During the 1960s and 1970s, employers considered work-life mainly an issue for working mothers who struggled with the demands of their jobs and raising children. During the 1980s, recognizing the value and needs of women contributions, pioneering organizations (IBM, Deloitee) began to change their internal workplace policies, procedures and benefits. The changes included maternity leave, employee assistance programs (EAPs), flexi-time, home-based work, and child-care referral. During the 1980s men also began voicing work-life concerns. The term ‘work life balance’ was first coined in 1986 in reaction to the unhealthy choices that many Americans were making in favor of the work place as they opted to neglect family, friends and leisure activities in the pursuit of corporate goals. Articles of the time suggested a sharp increase in the working hours of the Americans. This had started to affect their families and individual health. Work life balance slowly was gaining grounds in the various organizations. By the end of the decade, work life balance was seen as more than just a women’s issue, affecting men, families, organizations and cultures.

In 1990s solidified the recognition of work-life balance as a vital issue for everyone women, men, parents and non-parents, singles and couples. The 1990s saw a rise in the number of working women and dual-income families. A second family configuration, the lone parent household also became prevalent in the 1990s.The labor force experienced considerable challenges in balancing the work and family responsibilities. This growing awareness of the central importance of the issue resulted in major growth in attempted work-life solutions

during this decade. Numerous studies showed that the generations from baby boomers to new college graduates were making job choices based on their own work-life issues and employer's cultures.

## WORK LIFE BALANCE – PROSPECTS FOR INDIAN ORGANISATIONS

Comparing with the past, today, one can see a noticeable difference in Indian organisations vision, philosophy, leadership styles and people oriented HR interventions. Consequently, Indian organisations have started getting respect globally. HR practitioners are striving to experiment the existing policies and exploring other innovative policies, schemes and interventions to motivate and involve large number of employees. However, managing employee work life balance has still not become a core strategic facet of people management practices in Indian organisations, which have the competitive advantage in terms of young talents in comparison to the West. This demands attention to tap available talents for superior performance.

## WORK-LIFE BALANCE-THE TRENDS AND NEW APPROACHES AHEAD

The challenge of work-life balance in our society is unlikely to disappear. The concept of work life balance is gaining a great deal of attention in both the academic and corporate worlds. The employees are often preoccupied with work when not working, and when in the company of family and loved ones, experience an inability to be meaningfully engaged in no work spheres. Modern work has become more knowledge based, fluid, and intellectual; overworked people think about work all of the time. For many people, work has become cognitively intrusive. To understand work/life balance a cognitive approach was

been introduced that is "Cognitive Intrusion of Work". In simple terms, this means that work/life balance is not just about finding "physical time" to do all that needs to be done. Instead, and more importantly, it is about the "cognitive space" necessary to process, organize, and respond to the thinking demands of life within a complex society.

Total life planning is the latest and innovative approach to work life benefits that helps employees understand the important aspects of their professional life, personal lives and their relativity. Their goal is to encourage employees to look at their lives as a whole and assess relationships, emotional and physical wellbeing, careers, spirituality, and their personal financial situation. From these programs, employees can assess their available choices to improve balance in their lives and develop an individualized life plan. The most successful programs set a goal oriented environment with a meaningful and transformational component for each individual. The concept of total life has the major benefits such as renewed employee energy, enthusiasm and attachment for work, and enhanced productivity. Total life planning programs may be offered in conjunction with benefits such as health, life, and disability insurance, or on a standalone basis.

**RESEARCH DESIGN**

An organization is said to be competitive and economically sustainable in the market if it delivers quality goods and consistency in results. It is not just enough for them for simply employing and paying the people. Working environment will be effective when there is work life imbalance. The researcher

thrown light in these issues and made some attempts to understand what motivates the employees and drives them towards job satisfaction.

The results revealed employees generally expect not only appropriate and competitive pay for the work they perform but also hope to achieve a balance between work and rest of their lives. After considering various views from the collected literature reviews research design was formed. It includes the need for the present study, specific objectives of the study, hypothesis of the study, scope and variables of the study, methodology and sampling, statistical tools adopted in the study and also the limitations and presentation of the study.

**NEED FOR THE STUDY**

Work-Life balance has been considered of crucial importance in many Public and Private Sector Undertakings for establishing and sustaining a productive work culture. Several initiatives have been taken up by the Government, many experts and industrialists and even employees in organizations towards maintaining work life balance. Multiple roles performed by individuals call for better integration between work and non-work issues. Even Jobs are no more cushy/easy going, they are demanding. Similarly, individual cannot be effective at work if they are not able to manage their personal lives. Finding time for socialization is no more a social obligation, but also a real stress buster. There is evidence to show that the activities outside work positively influence the productivity and creative potential of employees. Hence, it has been found that work life balance (work life balance) is not only the source of care and concern, but also that it was the major source of dissatisfaction for many

employees. The problem of work life balance is clearly linked with withdrawal behavior, including employee turnover and some sort of indiscipline or absenteeism.

In the present global scenario every business organisations trying to maintain specific standards and quality to attain reputation and recognition for their products along with customer satisfaction in terms of quality of services, products, reasonable price and other offers etc. To achieve the targets and to with stand in the global market the organisations were expecting and demanding more work from their employees and also imposing to learn new skills and latest technology. On the other hand employees are also demanding more from their employers to improve their social life. They want more time, resources, and support from their employers to enrich their life particularly other than at their work spot. In the process of attaining preset targets, work schedules creates more burden, stress and strain to the employees to imbalance their work and family life and even creates fear and frustration.

Work Life-Balance assumes greatest significance when the demands of one's work and the life aspects seem equally critical at the same point in time. But in a case, when either of these can be deprioritized (at least for some period) finding the balance is not the real challenge. For example, take the initial years of one's work life. In most cases this is really in the 20's when one's family commitments are not so pressing and one can afford to place work in overdrive if one chooses to. However, many employees find this is a challenge after marriage or more so the birth of a child. Both demands seem to be fair in their

perspective and hence it's a challenge to balance at any time. A zero-one solution (either work or home) though seemingly the simplest may not be the best and this is where the need for life-balance comes in. Both Public and Private Sector undertakings generally taking care of their employees by providing Work life provisions like promotions, rewards, amenities, creating healthy work environment, monetary and non-monetary benefits at all levels to increase their productivity and performance.

Most of the studies have been carried out with a focus on various issues and dimensions of personnel administration, HR policies and practices, HR strategies, HR Innovatives etc. But there are very few studies with regard to Work life Balance. As against this backdrop, zeal to know the facts, which contributed to the success of some organizations located in Hyderabad and insisted their employees for a better work-life apart from their productivity and performance inspired the researcher to take up the study on "Work Life Balance in Selected units".

**OBJECTIVES OF THE STUDY**

- To study the nature and significance of human resources and the policies and procedures of HR in Public and Private Sectors
- To find out the procedures and Facilities of Work life balance of employees in selected units at Hyderabad district.
- To examine the perceptions of respondents on specific areas of work life balance in Bharat Heavy Electricals Limited and Vijai Electricals Limited.

- To analyze the effectiveness of work life balance in Bharat Heavy Electricals Limited and Vijai Electricals Limited.
- To asses and evaluate the impact of work life balance of employees and suggest the specific recommendations for the betterment.

**HYPOTHESES**

1. Demographic groups do not have an influence on Work life Balance of employees.
2. Impact of family support on Work Life Balance of employees is not influenced by demographic groups.
3. Impact of family hindrances on Work Life Balance of employees is not influenced by demographic groups.
4. Job satisfaction of employees has no significant influence on their Work Life Balance.
5. The influence of Job performance on Work Life Balance is not influenced with demographic groups.
6. Job Autonomy has no significant influence on Work life Balance of employees with varying demographic groups.

**METHODOLOGY AND SAMPLING**

The study is based on both primary and secondary information and data. The main sources of secondary data are the annual reports and bulletins of the respective enterprises. The HRD/personnel departments of the select units have been used as the potential source of information relating to work life balance aspects. The seminar papers presented and articles published by executives of

the enterprises have been found useful to get the information and data for the study.

A structured questionnaire has been used as an important tool to collect the primary data from the sample respondents of the two select organizations namely BHEL and VIJAI ELECTRICALS. The questionnaire covered some broad areas of Work-Life balance perspective.

A pilot survey was conducted using the blue print of questionnaire and 10 respondents each of the select Undertakings were chosen to administer the questionnaire before circulating them to the target group. The primary data was collected during March 2011 to July 2011. The questionnaire was administered during the leisure time of the employees during their lunch hours and at the end of their regular shifts. The respondents who are staying in townships were contacted at homes on holidays and at leisure times. This helped to elicit a good deal of information about each and every question and also some more additional information, which the respondents ventilated during the discussions.

The interpretations of both primary and secondary data are made with the help of simple and weighted averages. Wherever the sample respondents stated the preferences/ranks of variables, these variables are assigned the weights in descending order. The response of the sample respondents on the dimensions of Work Life Balance were taken with various options like High- Moderate- Low, Always-Often-Sometimes-Never, Excellent-Good-Satisfactory-Poor, etc.

Thus, the present study has covered a total sample of 550 employees randomly, out of which 280 from Bharat Heavy Electricals Ltd, 270 from Vijai Electricals, which constitute the 5 percent of the total employees segment.

## STATISTICAL METHOD ADOPTED IN THE STUDY

Primary data were entered using SPSS (Statistical Package for Social Sciences) software and STATISTICA. Uni-variate and bi-variate tables were generated and F-tests and t-tests were carried out for testing the hypotheses. The object of the F- test is to find out whether the two independent estimates of population variance differ significantly, or whether the two samples may be regarded as drawn from the normal populations having the same variance.

## LIMITATIONS OF THE STUDY

This study has acknowledged some limitations. The participants in this study are employees of two organizations i.e. BHEL and VIJAI Electricals the findings may not be generalized to other populations. The reason being no data and information has maintained by the respective departments of the organizations to measure the work life balance with the family commitments, the investigator has concluded with the available data. Similarly some employees were not willing to disclose their personal or family matters which could not be assessed for want of recorded data and information. Inconsistency in the responses is another limitation. For cross check purposes certain items are repeated in the questionnaire and the element of inconsistency removed.

## PRESENTATION OF THE STUDY

The role and significance of Human Resource Management and the dynamics of Work-Life Balance in PSU has been discussed in the first chapter.

The Research Design which contains Need, Objectives, presentation of the study, Methodology and Sample respondents is covered in the same chapter. The second chapter outlines the Review of Literature. Brief profiles of selected units have been presented i.e. Bharat Heavy Electricals Ltd, and Vijai Electricals in the third chapter. The fourth chapter contains an over-view of work life balance in selected Units. The Fifth and sixth chapter contains the respondents profile, process, facilities, impact and influence of work life balance based on the perceptions of the sample respondents on Job satisfaction and working conditions, Job performance and commitment, Job Autonomy and Task Identity in Select Private and Public sector undertakings. The final chapter gives an account of summary and suggestions.

## MAJOR FINDINGS AND SUGGESTIONS

1. Out of the total respondents 78 percent expressed their ability to balance their work in their organization on the other 22 percent of them are not confident to balance their work in any manner. It is suggested to insist the employees in selected organizations and to create awareness about the importance of work life balance.
2. In BHEL and VE 82-74 percent of respondents expressed positively or confident to balance their routine work smoothly/comfortably. It is suggested that the management of selected organizations take necessary

steps to overcome their inhibition and motivate them to enhance their personality and performance.

3. Majority of Respondents (57 percent) from both BHEL and VE expressed the travelling hours for them are less than one hour followed by 1-3 hours (29 percent) are spending on their daily travelling, Due to some personal reasons like employees are residing far from the company, inadequate transport facilities to reach their work spots.
4. It is understood that out of the total sample, 148 respondents in BHEL, 115 respondents in VE, are depressed sometimes and 16 respondents in BHEL and 30 respondents in VE opined that they are always depressed; the reason might be the lack of coordination among employees, personal and family problems carried to the work spot. It is suggested that the employers should take care of the wellbeing and provide eco-friendly environment by encouraging informal and social gathering whenever required, if possible the select organisations may provide periodical counseling to the employees and make them to overcome from their work imbalance.
5. It is a known fact that stress can be reduced through some sort of entertainment, as a part most of the employees in BHEL preferred meditation is the criterion for reducing their stress, but employees in VE shown limited interest towards meditation. It is suggested by all means management should inculcate the belongingness among employees and arrange stress reducing activities like get together, cultural/recreational prgrammes as and when required.

6. According to the statistical analysis there is a positive and significant relation between the age and working hours at 0.001 level and the f-value is 5.28. In age –wise analysis the working hours has more influence on the age group 55-65 at 0.000 level and the f-value is 164.464.In organizational-wise analysis it is observed that there is a high level of significance in BHEL at 0.000 level compared to VE at 0.002 level and the f values for BHEL is 23.349 and for VE is 4.959. As possible explanation for such could be that the employees' age groups of 55-65 are too sensitive to and delicate while working in all situations. So they can't take up any challenge with ease, in turn they cannot be able to balance both work and life. So it is suggested the management to consider the aging group employees and to provide them extra provisions like more rest time, maximum leisure time for them to get refreshed.
7. It is observed that there is positive relation between the flexible starting time on marital status. In individual-wise analysis unmarried employees scores more significant influence on flexible starting time at 0.000 level and the f-value is 79.715 than the married at 0.001 and the f-value is 11.813.And in organizational-wise analysis the flexible starting time has more influence in BHEL. Hence it is suggested to the management of selected organisations to maintain flexi-time to increase the satisfaction level of the employees.
8. It is observed that there is a significant relation between compulsory overtime with marital status. In individual –wise analysis both the

categories has high significance influence on compulsory overtime. In marital status both unmarried and married employees has a significant level at 0.000 level and the f-values are 181.319 and 565.521.In organizational-wise analysis the significance on compulsory overtime is high in VE at 0.004 and the f-value is 8.309.

9. It is observed that there is positive relation between the present working hours on department-wise and gender-wise. But in organizational analysis at in BHEL the significance on present working hours is high at 0.000 level and the f-value is 9.664.On the other hand in gender-wise analysis male category of employees in BHEL scores high influence on present working hours at 0.000 level and the f-value is 31.197. Reasons perhaps the BHEL employees are more satisfied with their jobs and also in managing both work and life. It is suggested the select organization to provide necessary provisions related to hours of work.
10. From the table 6.18a it is observed that there is positive relation between the amount of wage earned by the employees on department-wise But in organizational analysis in BHEL the significance on amount of wage earnings are high at 0.000 level and the f-value is 5.824.It is inferred from the table that there is a high level of stress in BHEL in terms of amount of wage earnings. And the employees are more satisfied with their earnings.

## CONCLUSION

It is concluded from the perception of the sample respondents both BHEL and VE, a good number (82-74 percent) of respondents expressed positively or confident enough to balance their routine work smoothly/comfortably. Due to some economic, family problems, inefficiency, lack of commitment some of the sample respondents (18 percent in BHEL, 26 percent in Vijai Electricals) expressed their inability to balance their work and it is also proved that the significant level in BHEL is high on some of the practices like working hours, flexible stating time, present hours of work, amount of wage earned by the employees, and training given to the employees and compulsory overtime. Hence it is concluded that BHEL employees are more satisfied with all the above practices than VE employees. Therefore it is suggested that the management of selected organizations to plan and take necessary steps to overcome their inhibition and motivate them to enhance their personality and performance by providing stress reducing activities like rest rooms for relaxation, social meetings, workers participation, refreshment as and when necessary, recreational facilities, regular breaks, superior and sub-ordinate relations childcare and eldercare, periodical counseling for healthy and productive environment.

Thus, managing and organizing both work and life of employees systematically and strategically in any public or private sector units have led to enhanced productivity in the long run.